IAS-150/73

c/PIR file

5 October 1973

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MEMORANDUM FOR: Director of Personnel

SUBJECT : Review of the Career Service System

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1. The IA Career Service is fortunate in that its size [   ] facilitates effective management. In less than a year as Director, I have been able to meet and become acquainted with all of its members. This has been accomplished through a variety of mechanisms which collectively assist me, and other members of the Career Service Board, in becoming more personally familiar with the identity, status, and performance of individual careerists than would be feasible in a larger organization. This familiarity obviously facilitates the deliberations of the Board and enhances the effectiveness of its programs.

2. Management of the IA Career Service is relatively straight-forward and simple.

a. The Director meets semi-annually with each branch chief, with the appropriate division chief also in attendance, to review the status of each member of the branch. The member's assignment, performance, accomplishments, readiness for promotion and long-term growth potential are discussed in some detail. Training plans for each member are reviewed. Remedial actions for any weaknesses or problem areas which may be identified are discussed. The careerist's readiness, suitability and availability for possible rotational assignment are also reviewed. These sessions provide ample background for Career Service Board deliberations.

b. At the regular bi-monthly meetings of the Career Service Board the status of all members on assignments away from the Service is reviewed. Recommendations for promotions over the next two months are reviewed in the context both of other promotions projected over the following nine-month period, and of the status of other peers of those recommended for promotion. These regular meetings also consider selection of members for those training courses requiring Career Service Board approval. The Board also reviews the evaluative ratings of Service members and any other matters forwarded by the Career Service Panel.

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Approved For Release 2004/07/08 : CIA-RDP82T00285R000100070003-5

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c. Other aspects of the management of the IA Career Service are covered in the attachments.

3. The most important problem confronting our personnel management program is that of finding opportunities for IA Career Service members outside of IAS. We have had some success in the past two years arranging for rotational assignments for analysts (see our answer to Item B on the questionnaire). These moves, however limited, have served to demonstrate to the junior members of this Service--who previously had felt they were in a "closed-circuit"--that there are opportunities for lateral movement and for career-broadening work experiences.

4. With one exception, we have had no success in uncovering similar opportunities for senior members (GS-13 to 15) of the Service. I believe such opportunities are essential to the career development of IA Career Service members at all levels, and I heartily endorse any and all efforts which aim at freer movement of middle and senior officers between career services. The continued success of our work in IAS depends on our understanding of the needs of the components which rely on our support, and this understanding would be markedly enhanced through rotational assignments of our senior personnel.

5. I do not believe, however, that the need for such rotation justifies a significant change in the existing career service system. It does require, however, specific management attention at directorate level, and the establishment of procedures which would facilitate--rather than inhibit--rotational opportunities between career services at all levels.
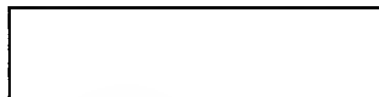
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GEORGE W. ALLEN
Director
Imagery Analysis Service

Attachment A - Answers to PASG Questionnaire
Attachment B - Extract from Annual Report
Attachment C - IAS Training Policy
Attachment D - IAS Career Questionnaire
Attachment E - IAS Promotion Policy
Attachment F - IAS Policy on Personnel Transfers

Answers to PASG Questionnaire

1. Our basic personnel management objective is:

To maintain an effective program for the selection, training, and career development of IAS personnel.

Sub-objectives related to this are:

To recruit the best qualified personnel available, placing due emphasis on equal employment opportunities.

To ensure that IAS analysts are soundly schooled in the fundamentals of imagery analysis, and that they have opportunities for receiving the best, continuing technical and substantive training available.

· To provide an active program through continuous review and evaluation of performance, of training needs and opportunities, and of opportunities for a variety of work experience that permits each person in IAS to be developed to his or her fullest potential.

2. IAS career service and personnel management matters are incorporated in annual reports to the DDI. The IAS contribution to the Agency Annual Report for FY 73 reported on our accomplishments related to the objectives listed above (copy attached). Separate reports on career service matters have not been required.

3. The head of the IA Career Service utilizes both a board and a panel. The Board is chaired by the Director, IAS (head of the IA career service) and the Panel by the Deputy Director, IAS. Membership on the board consists of the Director, the Deputy Director, and line division and staff chiefs. Membership on the panel consists of the Deputy Director and line branch chiefs and staff deputy chiefs. The panel is responsible for rating competitively throughout the Service all personnel in grades GS-13 and below, and providing a forum at the basic working level for problems and proposals related to career development. Panel Competitive Evaluation Ratings (CER's) are submitted as recommendations to the Career Service Board. The board advises the head of the IA Career Service on policies and actions related to promotions, significant external training and senior school selections, personnel rotation, awards and other career related matters.

4. Membership on the Career Service Board is based on formal management hierarchy: senior line and staff managers on the board, first line supervisors and staff managers on the panel. Membership is normally not rotated unless there is a change of personnel at these levels. In the absence of any member, his deputy will normally sit in.

5. IAS has promulgated an instruction setting forth its policy on imagery analyst training (copy attached). Also attached is a list of the "Core Training Courses" which we focus on for basic, intermediate, and advanced training. Criteria for selection to attend the optional courses listed have not been published. Recommendations are made by branch and division chiefs, with approval by the Career Service Board as indicated on the list of courses.

6. The IA Career Service sponsors full time external academic training when that training is determined to be relevant to performance improvement, career development, or in certain cases towards the completion of a basic college degree. The Service also sponsors part-time academic training under similar criteria.

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7. Last year the IA Career Service developed the "Imagery Analysis Service Career Questionnaire": for use on an annual basis. In moving towards management by objectives, this questionnaire will be revised for FY 75. Position openings, both external and internal, and training opportunities are communicated to all personnel through notices, staff and division meetings. IA careerists may surface their career desires at any level of management including the head of the IA Career Service.

8. The IA Career Service actively seeks opportunities to place its members on rotational assignments in both other components of the Intelligence Directorate, the DDS&T and DDO.

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9. We have tried a number of approaches to such consultations, but have not yet found an acceptable formula. We plan a new approach which would be implemented in conjunction with the revised Fitness Report program in FY 74. This would entail, first, an annual counselling session with each employee at the beginning of the year. This session would entail a general discussion of the employee's broad career goals, and progress toward these goals. Short-term training goals would be discussed and agreed on, together with specific duties and performance goals against which the member would be evaluated at the end of the year. Thereafter, the supervisor would meet with each member perhaps quarterly to review progress toward the training and performance goals. The final meeting at the end of the annual period would involve discussion of the Fitness Report itself. Our projected reorganization, which will reduce the average size of our analytical branches to a more manageable level, should facilitate implementation of this plan.

10. We have published and disseminated an instruction on promotion policies which includes standards and criteria (copy attached). We have no comparable document on separations, which are normally handled on a case-by-case basis. In the recent exercise on excess personnel, IAS applied the criteria outlined by the DDI.

11. Rotational assignment outside the service is dependent upon the needs of both offices involved and the qualifications, potential and availability of IA careerists under consideration. Personnel selected for such rotational assignments are the more outstanding IA careerists, normally in the GS-09 to 12 grade range thought capable of handling assignments other than PI analysis. They are considered to have demonstrated growth potential in either substantive or managerial areas or both.

12. We have not established formal grievance procedures. Members of the IA Career Service are aware of the Director's "open door" policy, and this has been used on occasion. We also have periodic "communications conferences" in which the Director meets with a representative cross-section of IA Career Service members. These conferences encourage free-wheeling discussion which permits grievances, complaints, questions or suggestions to be surfaced, either in discussion groups whose leaders can report them without attribution, or they can be raised directly with the Director in open discussion.

IAS Objective 8.   <u>Maintain an Effective Program for the Selection, Training and Career Development of IAS Personnel</u>

We will continue to emphasize the need to recruit the best personnel available, insure that they receive the best training possible, and provide them with sound career development programs.   These measures. are necessary to develop highly motivated and skilled imagery analysts and to provide our employees with meaningful and productive long-term careers.

Selection

<u>Method</u>.   IAS has a standard set of procedures for selecting new employees. Component chiefs review qualifications of applicants and interview and put in process those we seek to employ. When the applicant comes on duty, every attempt is made to place him in the component for which he is best qualified.

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<u>Progress</u>.   We were partially successful in accomplishing this objective in FY 73.

In spite of our recruitment efforts, we were unable to hire enough qualified people to maintain our authorized strength. This not only applied to our imagery analyst positions but clerk-typist as well. We do not attribute this failure to a lack of planning or effort on our part, but on the scarcity of qualified and interested applicants.

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<u>Future Plans</u>.   IAS will lose

The loss of these slots means we will need to recruit few, if any, specialized support personnel, but we will still need to seek additional qualified imagery analyst candidates to cover normal attrition.

<u>Costs</u>.   All costs incurred during recruiting are included with the training and career development costs at the end of this objective.

- 29 -

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Training

Method. IAS has a very active and comprehensive training program
to insure that its analysts are soundly schooled in the fundamentals of
imagery analysis, and receive the best substantive and technical
training possible. ·The program has three levels. The first is for new
imagery analysts and includes a basic course in imagery interpretation
(Offutt), the Intelligence and World Affairs Course, basic geography
and writing courses, and basic operational trips to facilities related to
their assigned area of responsibility. The second level comprises
introductory courses to supervision and management, automatic data
processing, briefing techniques, and attendance at certain military
weapons systems courses. Additional operational trips of a specific
nature are often included at this level. The third level includes
advanced management and planning courses, CIA and other federally
sponsored senior-level seminars, and attendance at the senior military
schools. This program has been established by the IAS Career Board,
is implemented by division and staff level management, and monitored
by the IAS training officer and the Director.

Progress. We successfully accomplished this objective in FY 73.
IAS personnel participated in 31 different OTR sponsored courses,
attended 12 different formal courses sponsored by other government or
academic organizations, and conducted 18 on-site operational trips
to various domestic and foreign installations. We also devised a new
training program to familiarize our people with ADP (see DDI Objective 6).
We believe this training has benefited the Agency and contributed to
the career development of the employees concerned.

Future Plans. We do not anticipate any significant changes to our
training program during FY 74. We will, however, continue to seek
other appropriate training for our careerists.

Costs. All training costs are included with those for recruiting and
career development at the end of this objective.

Career Development

Method. IAS has what it believes to be a well-developed career
development program. Management keeps this program under continuing
review. New employees serve their apprenticeship by dividing their
time between active work and formal training. When the imagery
analyst reaches the journeyman level, he receives more specialized
substantive training, an introductory course to supervision and

- 30 -

management, and the opportunity to actively participate at conferences and committees. He is also given work assignments and special responsibilities to test his managerial potential. Those who show managerial promise are provided additional formal management training and on-the-job opportunities to gain managerial experience. Those who do not are given additional substantive training. We also regard the senior schools as an important part of our career development program. We added a new feature to our career development program in FY 73--rotational tours by IAS analysts to the production offices. (We have also encouraged certain imagery analysts to seek development of their careers in other parts of the Agency.) Like our training program, our plan for career development was established by the IAS Career Board, is implemented by division and staff management, and monitored by the training officer and the Director.

Progress. We believe our career development program was successful in FY 73. We implemented the appropriate training actions, provided four of our analysts at the journeyman level with opportunities to serve temporarily in managerial positions, enabled several of our analysts to represent IAS in conferences and committees, and provided one-year production office tours to three analysts. IAS personnel attended the Naval War College, the Senior Seminar, and the Federal Executive Institute this year, and one is scheduled to attend the Harvard Management School this fall. Two IAS analysts were able to further their careers through transfer to other components of the Agency.

Future Plans. We do not anticipate any major changes to our career development program at this time. We will continue to implement our present policies while seeking additional methods or experiences that will benefit the development of our people.

Costs. IAS did not isolate its man-year commitment to this objective for FY 73. Our training and travel costs were [   ]   25X1

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CENTRAL INTELLIGENCE AGENCY
Directorate of Intelligence
Imagery Analysis Service

PERSONNEL
27 July 1970

SUBJECT: IAS Policy on Imagery Analyst Training

1. IAS management has recently reviewed in-house training programs for imagery analysts. As a result of our review this notice has been prepared to spell out for both analysts and supervisors the goals of imagery analyst training programs in IAS and the responsibilities for implementing the programs.

2. Goals:

a. Provide a consistent program of first-year training for new imagery analysts.

b. Provide adequate training opportunities for all personnel.

c. Encourage individual initiative and aid analysts wanting to improve themselves by course work, informal study, rotation, and other means.

d. Encourage development of professional skills through better understanding of the analyst's role in intelligence production.

3. Responsibilities:

a. Division Chief

(1) Approve internal training for division personnel.

(2) Insure that appropriate training opportunities are made available to all division personnel.

(3) Review the training records of all division professional personnel before the end of each fiscal year to insure that training is adequate for IAS needs.

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(4) For the trainee, review the initial fitness report (nine months) and the year-end report on the trainee's progress, and approve his second-year training program.

b.   Branch Chief

(1) Recommend training and insure that it is carried out for all branch personnel.

(2) For the trainee:

(a) When the trainee enters on duty, schedule the introductory program and discuss his first-year training program with him.

(b) At the end of six months discuss the trainee's progress with him and at the end of nine months prepare the initial fitness report and comment on his progress.

(c) At the end of the first year, prepare a short progress report and recommendations for a second-year training program; following division approval, discuss the new training program with the trainee.

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HOWARD STOERTZ, JR.
Director
Imagery Analysis Service

Distribution:

All Employees

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Attachment D

Imagery Analysis Service

Career Questionnaire

1. Describe the major duties of your current assignment in order of preference.

2. List previous experience that should be considered in determining your future assignments.

3. Describe briefly your short term (1-2 year) career goals and how you propose to achieve them.

4. Describe briefly your long term (3-5 year) career goals.

5. Describe education or other plans and activities you have in progress related to short and long term goals.

6. Describe education or experience desired from Agency toward furtherance of goals.

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Attachment E

CENTRAL INTELLIGENCE AGENCY
Directorate of Intelligence
Imagery Analysis Service

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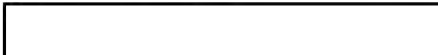
PERSONNEL
April 1969

SUBJECT: IA Career Service Promotion Policies

1.   As head of the IA Career Service, the Director, Imagery Analysis
Service has established general policies and procedures regarding the
promotion of members of the Career Service. All members of the IA Career
Service should be aware of these policies and procedures and may discuss
them with their supervisors.

2.   Promotion actions in the IA Career Service are based on a thorough
review of an individual's performance, measuring his capabilities and
potential against his peers, and selecting for advancement those most
qualified within the limitations of the Service's Table of Organization and
Grade Authorization.

   a.   The initiation of a recommendation for promotion is normally
the responsibility of the first-line supervisor. A recommendation is
reviewed by the chief of the responsible Division or independent
Branch and if concurred in by him, is forwarded to the IA Career
Service Board. Recommendations approved by the Board are referred to
the head of the IA Career Service for his approval.

   b.   At each level of review, beginning with the first-line
supervisor, the consideration for promotion encompasses three broad
areas: job performance, competitive evaluation, and time in grade.

      (1) In the area of job performance, the individual must
   have clearly demonstrated that he is qualified for advancement
   to the next higher grade based on such factors as professional,
   technical or clerical skills, application of these skills,
   qualities of judgment, initiative and cooperation, and other
   job-related factors.

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(2). The area of competitive evaluation deals with the comparison of the individual with other personnel of like grade and job category within the Career Service. IAS, like all other components of the Agency, has been allocated a specific number of positions at each grade level. It is Service policy to select for available positions at the next higher grade level those qualified individuals who, measured against others in performance and potential, are considered the best candidates.

(3) The area of time in grade is the length of service that is required before an individual is considered eligible for promotion. The current requirements for the IA Career Service are as follows:

Promotion to Grades	Minimum Time in Grade*
GS-04 through GS-06	6 months
GS-07 through GS-09	9 months
GS-10 through GS-11	12 months
GS-12	15 months
GS-13	18 months
GS-14	24 months

* While the foregoing time requirements are normally the minimums, they do not preclude earlier consideration of exceptional cases. It should also be noted that a new employee of the agency is not normally considered eligible for promotion until the end of his trial period.

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HOWARD STOERTZ, JR.
Director
Imagery Analysis Service

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Core Training Courses

Basic Courses (GS-07 to GS-09 level)

Intelligence and World Affairs
Offutt PI Training Course
Technical Writing Workshop (Contract Course)

Optional
Geography Familiarization Courses
Intelligence Briefing

Intermediate Courses (GS-10 to GS-12 level)

Intelligence Briefing
Technical Writing Workshop (Contract Course)
Supervision and Management

Optional
Reading Improvement
Technical ADP Courses
*Intelligence Production Course
*Ballistic Missile Courses, Vandenberg, AFB
*Nuclear Weapons Course, Sandia

Advanced Courses (GS-13 and above)

Advanced Management (Planning)

Optional
*Midcareer Executive Development Course
*DDS&T Career Course
*Advanced Intelligence Seminar
*Kings Point
*Senior Schools (War colleges and University Management Training
    Programs)
*Federal Executive Institute
*Fellowships in Congressional Operations

*Requires Career Board approval

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Attachment F

CENTRAL INTELLIGENCE AGENCY
Directorate of Intelligence
- Imagery Analysis Service

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PERSONNEL
27 April 1972

SUBJECT: IAS Policy on Personnel Transfers

1.   We have been made aware, as a result of the IG review, that the policy of IAS in regard to personnel transfers is not clearly understood. It is the policy of this Service to assist individuals who wish to transfer to other CIA components when it appears to be in the best interests of the Agency and the individual concerned. In such cases we also consider the needs of IAS. But, barring unusual circumstances, we expect that IAS personnel needs will affect only the timing of transfers and will not be a deciding factor in determining whether or not an individual is reassigned.

2.   Reassignment through the Vacancy Notice System. We expect that the Vacancy Notice System will continue to be the main vehicle through which our personnel apply for positions outside of IAS. The following guidance has been published by DD/I regarding nominations for DDI vacancies through this system. IAS adheres to this guidance regardless of the directorate originating the vacancy notice.

a.   "Under normal circumstances it is suggested that an office nominate only one candidate for each vacancy. Any exceptions will be discussed between the originating and nominating offices prior to the submission of a nomination. The office nominee(s) will be endorsed by the Career Service Board or an officer authorized to act for the Board. . Nominations are to be submitted on Form 2762a, Nominations for DDI Vacancy, to the office having the vacancy, along with the nominee's Official Personnel File and updated Biographic Profile."

b.   "The originating office will review the qualification of the nominees and interview those in whom it is interested. When the office has made its selection, the administrative officer of each component which has nominated a candidate for the vacancy will be notified."

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3.   Reassignment Outside the Vacancy Notice System: IAS personnel who wish to inform Agency components outside of IAS that they are seeking reassignment ("shop their folder") should state their case in a memorandum to the IAS Career Service Board. The memorandum should present the individual's qualifications and the reasons he or she wishes to transfer. The memorandum will be forwarded to the Office of Personnel and will insure that the Head of the IAS Career Service can respond accurately to questions from potential employers.

4.   IAS is concerned with the career development of its employees. If you have any questions concerning the policy expressed in this memorandum raise them with your Division Chief, the IAS Personnel Officer, or the Chairman of the IA Career Service Board.

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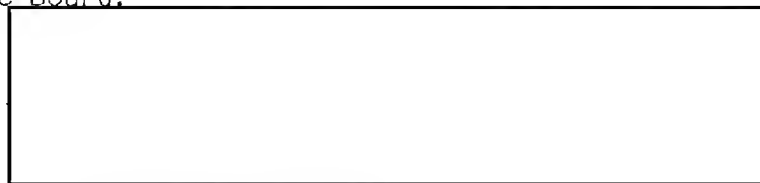
Acting Director
Imagery Analysis Service

Distribution:
   All Employees